Manager's Guide to Commercial Sponsorship

This Manager's Guide has been created in an effort to provide an outline for the commercial sponsorship process. The Guide is meant to be easy to follow and to provide the most basic information necessary to start the commercial sponsorship process.

Commercial sponsorship is the act of providing assistance, funding, goods, or services to an MWR event by an individual, agency, company, corporation or other entity (sponsor) for a specific (limited) period of time in return for public recognition or advertising promotions.

A commercial sponsorship program can be beneficial to everyone. Sponsors can get higher name recognition and exposure to their products, and in return, the IMWRF can offset expenses, increase revenues, and offer more events to their customer base.

"How to" on commercial sponsorship:

√ Activity managers should conceive or identify annual events with sponsorship potential (start with an event that has been successful in the past and build the sponsorship program from there). Plan events 8 to 12 months ahead of time.

√ Prepare a solicitation package. This should include:
- * a personalized cover letter
- * a fact sheet about your market
- * information on what makes your installation special
- * a fact sheet about your event
- * a response card (prepaid postage increases responses)
- * where the sponsor's dollars will go
- * why the Army is asking for support
- * how the sponsor will be recognized
- * sponsor benefits
- * a media plan

√ Advertise commercial sponsorship opportunities in a commercial and competitive environment.

√ Form a committee to plan events, deal with sponsors and satisfy regulatory requirements. The committee should include the ADCFA, activity managers, JAG, and PAO.

√ Develop a thorough list of potential sponsors, and send them an introductory letter and commercial sponsorship package presenting a full calendar of events for which sponsorship opportunities are available.

√ Follow up on introductory letters with phone calls.

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- √ Keep a data file on potential sponsors. Find out when their budgets are made and make a note to contact them prior to that time. Match potential sponsors with the events they seem most interested in.

- √ Decide food, beverage, entertainment, promotional materials, prizes, etc., needed for each event so sponsors can be presented with a menu of sponsorship options desired for each event.

- √ Have complete demographic information available for sponsors about participants and spectators expected to attend events.

- √ Once the sponsor has agreed to promote your event, you will need to send out a sponsorship agreement. The agreement should contain all responsibilities from both your staff as well as theirs.

- √ At the event, make sure the sponsor gets everything that was promised.

- √ After the event, send a thank you letter, preferably with a small gift such as a plaque or a photo with the sponsor at the event to show that you appreciate their business.

- √ Other ways to make the sponsors feel special include giving tours of the facilities or chances to ride in a tank or a helicopter, etc.

- √ After action reports are essential to evaluate the event. They determine the strengths and weaknesses of the event, they look for new opportunities to improve the event, and they secure accurate statistics that will help sell and resell future sponsorship.

- √ A sponsor wants to feel that they made the right decision to support your event. Collect information on the number of people that attended, the amount of revenue that was generated, and, if possible, quotes from exit interviews on the number of people who could recall who sponsored the event and the types of advertising that was most remembered. This helps the sponsor to quantify the return from the sponsorship.

- √ An After Action Marketing Report should be filled out by activity managers and sent back to the marketing person or the commercial sponsorship person. Marketing can use the After Action Report to evaluate how they can better help the activity manager in coordinating an event.

Further information can be gained by reading the Commercial Sponsorship Training Brief provided by Headquarters, Army Materiel Command. Call DSN 284-5550 to obtain a copy.

Manger's Guide to Promotion

This Manager's Guide has been created in an effort to provide an outline for the promotion process. The Guide is meant to be easy to follow and to provide the most basic information necessary to build a professional promotional program within your organization.

Promotion is defined as any personal or non-personal communication that creates a favorable disposition toward a product, service or idea in the mind of the recipient of the communication. Promotion is designed to inform, remind and persuade consumers to respond to your product or service.

Promotion is often misunderstood as being the main component or the only component in marketing, but in order for it to work effectively, it must be used in conjunction with all parts of the marketing mix, or the "5 P's." These are: promotion, product (what you are selling), price (what you are charging for what you are selling), place (where the product is sold and how it is distributed) and personnel (the employees who interface with the customer).

Promotion is the last part of the planning process. The promotion plan should be constructed after all of the other marketing considerations have been taken into account. Elements of the promotional mix include:

- Advertising - the non-personal presentation of information to a large number of potential customers
- Personal Selling - face-to-face presentation of information regarding products, programs, or services
- Publicity/Public Relations - information about products, programs, or services which is disseminated to the public at no cost (usually through the media)
- Sales Promotion - includes incentives, contests, point-of-purchase displays, demonstrations, trade shows, referrals, and word of mouth

The promotional mix elements must work within organizational and environmental constraints. The following table explains the mix in terms of the controllable, uncontrollable, personal and impersonal elements. The personal elements are usually more effective and more expensive means of marketing communication, while the impersonal elements allow the organization to reach larger audiences.

	CONTROLLABLE	UNCONTROLLABLE
PERSONAL	Personal Selling Trade Shows Point of Purchase Incentives	Word of Mouth Referrals
IMPERSONAL	Demonstrations Contests Advertising	Publicity

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Get to know your customer mix first, and then design a promotional plan encompassing the methods listed above. Some possible objectives of a promotional campaign may be: to attract new patrons, stimulate repeat business, stimulate larger purchases, attract attention to the facility or service, build patron traffic, or introduce new programs or services. Objectives should always be stated at the beginning of any promotional campaign and should be realistic, achievable, and measurable. Some of the basic elements of the promotional strategy process that provide the starting point in setting any of the above-mentioned objectives follow:

1. Definition of the target market
2. Intended message effects
3. Intended behavioral effects
4. Geographical allocation of the promotional effort

Consistency is a key element in any promotional campaign. We can never risk confusing the message recipient. A central theme or logo in advertising, sales promotions and publicity can help maintain consistency.

Market research is the function linking the consumer to the marketing through information used to identify and define opportunities and problems; generate, refine and evaluate marketing actions; monitor marketing performance; and improve understanding of marketing as a process. Research will help decipher who your customers and potential customers are and why they are or are not buying from you. This knowledge is critical. You can never know too much about who you are selling to or trying to sell to.

After implementing the promotional plan, you need to measure its impact on the target audience. This involves finding out recognition and recall of the message, how many times it was seen, what points were recalled, how the audience felt about the message, and previous and current attitudes toward the product or service. Behavioral measures should also be taken to include how many people attended an event or bought a product or service, how many liked it, and how many talked to others about it.

Anything can be promoted. Ideas, services, and events, as well as products, are promoted every day. Make sure you can deliver what you promise. Remember that the customers are the most important people in your business, and if you use promotion to inform, remind and persuade them to respond to the benefits of your product or service, you will be well on your way to being successful.

Further information, including desktop publishing information, can be gained by reading the Promotion Training Brief provided by Headquarters, U.S. Army Materiel Command. Call DSN 284-5550 or Commercial (703)274-5550 to obtain a copy.

Manager's Guide to Business Plan

The success, and the very existence of our activities depends upon resource management, not just activity management. The resources we manage include people, money, equipment, buildings, vehicles, inventories, etc. To manage these resources successfully, it becomes necessary to have a plan and use all of the managerial tools available. This guide will cover one basic, but very important tool, a Business Plan. A Business Plan is just that - a plan for a business.

The purpose of using a Business Plan is to control your environment, reduce crisis management, satisfy customers, and achieve financial success. Your customers purchase one thing, “satisfaction”, regardless of the form it takes, i.e., goods and/or services. Use of the Business Plan, along with other management tools, will result in satisfied customers. Along with satisfied customers, comes an increase in revenue, resulting in greater profits.

A Business Plan and an Annual Operating Budget (AOB) together is like a marriage. The success or desired operating outcome of an activity is based on a well developed and executed Business Plan. The desired financial results in an activity depend on developing a good business plan, assigning dollar targets in the AOB, working the plan daily and weekly, periodically measuring the results, and making adjustments to limit deviations from the plan.

Training Brief No. 6, Program Planning, will provide the necessary information for one of the first steps in the Business Plan process, program planning. The activity program plan should cover a 12 month period coinciding with the budget cycle. This permits the program plan to be quantified, resulting in the AOB for the fiscal year. The Business Plan combines both the program plan and the financial plan with consideration given to all resources available.

The following pages include a sample outline of a Business Plan. Depending on the size of your activity and what product/service is provided, all areas within the Business Plan may not be required.

1. **Executive Summary**

This covers the present status of the activity and the future direction in which you would like to move. It also covers short- and long-term goals, derived from the activity program plan. The Executive Summary is done after the rest of the plan is complete to incorporate all areas of the plan. This summary is generally 1 page in length.

2. **Present Situation**

This portion covers the *Who*, *What*, *When*, *Where, Why,* and *How* of what you do. It is considered a present day snapshot of the activity and shows where it is” in relationship to product and service. It should incorporate specific statements about customers, product and the activity.

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3. **Objectives**

Objectives are the path to your short- and long-term goals. They need to be defined so you can reach your overall goals. These are what you will use to track your performance and see if you are on track to success. If you do not achieve the objectives as desired, you will need to adjust your performance to attain your goals.

4. **Management**

The five parts of management are: Planning, Organizing, Implementing, Controlling and Following-Up. Without doing all of these, effective management is not taking place. This is the portion of the plan that assesses the Management Team. The thing to remember here is, all people working in the activity are part of the management team and the knowledge, skills and abilities they possess contribute to success.

5. **Product/Service Description**

Now is the time to ask, "What is it that we provide?" Keep in mind, regardless of form utility, customers only buy satisfaction. At this point, you will begin to determine if what you provide is what satisfies your customers' demands.

6. **Market Analysis**

This is the portion of the Business Plan where you assess your customers. You need to define who your customers are and what portion of the community they represent. You will also consider what product/service, directly or indirectly, competes for the same customer. The information for this area can be obtained by conducting focus group research and through written surveys. In this market analysis, the cost for new products and services should be determined along with the return on investment. Calculating the risk can be very rewarding to the organization.

7. **Marketing Strategy (Comprehensive plan)**

This portion of the Business Plan covers your marketing strategy. The areas covered are the how of pricing products and services, the perceived value, the desired cost of goods and competitors' prices. You also will need to do a break-even analysis to ensure you do not lose money on any sale. Now that you have determined what to charge, you must determine how to sell and which customers to target. Your marketing specialist will be a valuable asset in these areas.

8. **Resources**

This portion addresses "how" a product/service is produced, and the number of employees necessary to provide it and satisfy your customers. You will also need to determine the potential for growth of the activity through expansion of the product/service. The cost of growth must include fixed assets, installation of equipment, training of personnel, and long term maintenance.

9. **Financial Projections (Budget)**

12-Month Annual Operating Budget
5-Year Income Statement
Cash-Flow Projection
Break-Even Analysis
Sources & Uses of Funds Summary
Start-Up Requirements (new/expansion)
Use of Funding Proceeds

This portion becomes critical as it becomes the basis for the NAF operating budget. At this point, you can place dollar values on your plan. Regardless of the form the AOB takes, it will have the same requirements if you are to remain profitable, expenses cannot exceed income for the FY.

10. **Conclusions and Summary**

This portion defines your approach in maintaining the activity, and your planned schedule for expanding current programs or starting new programs.

11. **Appendix (Supporting Documentation)**

Manager's Guide to Marketing Research

This Manager's Guide has been created in an effort to provide an outline for the marketing research process. The Guide is meant to be easy to follow and to provide the most basic information necessary to understand marketing research.

Marketing research is the systematic design, collection, analysis, and reporting of data and findings relevant to a specific marketing situation. Marketing research is the function which links the consumer, customer, and public to the marketing through information -- information used to identify and define marketing opportunities and problems; generate, refine and evaluate marketing actions; monitor marketing performance; and improve understanding of marketing as a process. Marketing research better defines the customers, generates useful information, eliminates guess work, validates projects, measures how well objectives are being met, and helps to create and evaluate products, services, advertising and marketing programs.

You can obtain marketing research in a number of ways. You can do the research yourself (if you are qualified), you can ask students or professors at a local college to design and carry out the project for you, you can ask Headquarters, AMC to assist you, or you can hire a marketing research firm.

Research generates ideas and statistical data that can be used for: problem definition, questionnaire design, preliminary information, problem evaluation, decision making, marketing plans, and decision substantiation. Questions critical to the effectiveness of any research are, *What* do you want to find out, and *Why*? Marketing research generally involves five steps: defining the problem and research objectives, developing the research plan, collecting the information, analyzing the information, and presenting the findings.

Completing a research plan can mean gathering secondary data, primary data, or both. Secondary data already exists somewhere and can be internal, as in profit and loss statements, or external, as in government publications. Primary data is original information gathered for the specific problem at hand and can be qualitative or quantitative. Qualitative data can be gathered through focus groups and one-on-one interviews and tries to answer *why*, but is not projectable due to small, non-random samples. Quantitative data can be acquired through attitudinal/behavioral surveys or needs assessments and tries to answer *how many*. Quantitative data is statistically reliable and projectable.

Primary data can be collected through observation (for example, counting the number of people who look at a display), focus groups (this subject is addressed separately in Manager's Guide No. 5), surveys and experiments (involves selecting matched groups of subjects, subjecting them to different treatments, controlling extraneous variables, and checking whether or not observed response differences are statistically significant).

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The sampling plan must be completed when doing a research project and involves three decisions: the sampling unit (the target population to be surveyed), the sampling size (the number of people to be surveyed), and the sampling procedure (how the respondents will be chosen).

There are three types of probability samples: (1) simple random sample - every member of the population has a known and equal chance of selection, (2) stratified random sample - the population is divided into mutually exclusive groups (like age group) and random samples are drawn from each group, (3) cluster (area) sample - the population is divided into mutually exclusive groups (such as blocks). The assumption is that these clusters or areas are representative of the population as a whole, then a census of one or more clusters is performed until the desired sample size is reached.

Some sources through which appropriate samples can be obtained are the Civilian Personnel Office, SIDPERS, the housing/billeting office, Officers' Club membership databases, regional retiree listings, AAFES, Reserves, and the Installation Resource Management Office.

The first step in determining sample size is gathering demographic information about respondents in the target population. You will need to find the total number of active duty military, spouses, retirees and DoD civilians at your installation. From this information, you will take a stratified random sample - having broken down the total population into its distinct parts and sampling from each. This is necessary due to the small military populations at most AMC installations.

The size of the sample in each population segment is dependent upon the number of people in that segment. In general, if the population is small, the percentage is large, and if the population is large, the percentage is small. The following chart is one that can be used to determine sample size:

# in population segment	% to sample
Under 200	100
201-500	50
501-1,000	40
1,001-3,000	30 (but no more than 700)
3,001-6,000	25 (but no more than 1,200)
Over 6,000	20 (but no more than 2,000)

Computer sampling is preferred. When pulling a list of possible participants, select a number from 0 to 9, then pull the names based on social security numbers with this last digit. To randomly select, you choose every nth name on the list (example: if there were 500 names and the sample size is 50, you would choose every 10th name (500/50)). To decide which name to begin with, a random number table can be used.

Trienniel Needs Assessments are one of the major research projects that must be completed. According to Army Regulation 215-1, 7-4 and 8-7, installations are required to conduct assessments of Morale, Welfare, and Recreation (MWR) programs at least every three years.

Needs assessments include: a market analysis (demographic profile of the installation, usage levels of MWR activities, financial information on each activity, competition, strengths and weaknesses of each activity, and any other information available on any activity), trends (personnel levels and economic trends), facility inventory (buildings and land on post; this is helpful in the case of new construction), installation profile (demographics of the installation), and a patron survey. The patron survey is a small part of the entire needs assessment, but it is the most research intensive part. The objective of the patron survey is to obtain the opinions, perceptions, attitudes and desires of patrons concerning installation MWR offerings. Typical areas of questioning include: frequency of usage, usage vs. non-usage and reasons for non-usage, intention to participate, likelihood of participation, level of performance, level of satisfaction, improvements needed, new programming desires, value/importance of facilities/ activities, best time to participate, and demographics. The surveys are conducted using the stratified random sampling technique and taking random samples of active duty military, spouses, retirees, and civilian personnel supported by the installation.

Results of the patron survey, when combined with the rest of the information gathered for the needs assessment, should give you a good idea of where you stand. The information can then be used to identify trouble spots and brainstorm workable solutions to your problems. The areas where customers have given positive feedback can be promoted in order to give patrons a positive feeling about MWR and to encourage them to go to other MWR activities.

There are three basic ways to contact subjects to participate in a survey. They are mail, telephone and personal interview. Mail questionnaires are the most commonly used and their advantages are: inexpensive, less burden on respondent (they can fill them out when they have time), assurance of anonymity, no interviewer bias, and they require the least manpower to administer. Disadvantages of mail surveys are: they require simple and clearly worded questions, response rates are usually low and/or slow, they lack flexibility and they may be returned incomplete. Advantages of telephone surveys are: data can be gathered rapidly, cost is lower than personal interview (higher than mail), interviewer can clarify respondent questions, response rates are higher than mail, respondents and interviewers remain anonymous. Telephone disadvantages are: only people with telephones can be interviewed, interviews must be short and not too personal, interviewers have no control if respondent is distracted or hangs up, can't use visuals, checklists, or multiple response answers. Advantages of personal interviews are: higher response rates, visuals can be used, and the interviewer can make observations. Personal interview disadvantages include: it is expensive, it requires the most planning, and it is subject to interviewer bias.

Remember, the number of surveys that you send out will not be the number that is returned to you. Generally, response rates fall somewhere in the 25-50% range for mail surveys. You may want to pad your sample size numbers before pulling the names if your installation has had poor response rates in the past. Getting more than the original number of surveys planned will never be a problem, but receiving less than the required sample size will be.

Timeliness and planning are essential in the supply side of the survey process. You need to plan for reproduction of the survey instrument, address labels, coupons, envelopes, and post cards. You may want to consider color coding the surveys by population segment before mailing, as it may be possible for one person to be on more than one list. Civilian employees, military, and spouses living on the installation can return their surveys through on-post mail (remember to coordinate with the mail room), but for those respondents living off-post, it will be necessary to provide them with a postage paid return envelope (this will increase the likelihood of their responding).

The level and degree of support obtained for the survey project will affect the rate and quality of reponses. A sincere request from the installation Commander will have a definite motivational impact on respondents. This request should be put in the form of a cover letter supporting the survey and signed by the Commander. The cover letter should include the purpose of the survey, the promise of confidentiality of responses, the support from the post command, a list of the benefits to the respondent for completing the survey, and the importance of a quick response.

Once the project has been planned, let the installation community know what's going on. Publicize the survey by using flyers, ads in the installation newspaper, newsletter, or bulletin. The public affairs office and the marketing specialist will be especially helpful here. This will inform the community and also may boost your response rate. Another way to increase the number of surveys returned is to mail follow-up postcards one week after sending out the survey.

When the completed surveys are returned, be sure to review them to ensure that they are completed properly. The surveys will then need to be sent for data entry, tabulation and analysis. This can be completed by a research firm in your area.

When analyzing the gathered information, the researcher tabulates the data and develops frequency distributions. Averages and dispersion measures are then determined. Major findings that are relevant to the marketing decisions that need to be made are then presented by the researcher. Be sure to give information, not just data, in the final report and keep the findings in easy to understand terms that can be acted upon. Be to the point, use graphics where possible, and be sure that the report is free of grammatical and typographical errors.

Command briefings, staff briefings and support group briefings should be completed both before the project begins and after the analysis of the research project has been completed.

Further information can be gained by reading the Marketing Research Training Brief and the Manager's Guide to Focus Groups provided by Headquarters, U.S. Army Materiel Command. Call DSN 284-5550 to obtain a copy.

In most cases, the marketing specialist on your installation or some other qualified individual will moderate focus groups. However, managers may be called upon to provide information or support (such as rooms for conducting the groups) to ensure the successful completion of focus groups. This Manager's Guide is designed to give managers an understanding of the focus group process, why it is done, and the steps required to complete a focus group.

Focus groups are a form of qualitative research, which answers *why*. Sometimes there is a need to conduct research, but one may not know where to begin. Focus group research is a useful exploratory step to take before designing a large scale survey. Focus groups yield insights into consumer perceptions, attitudes, and satisfaction that can help to define the issues to be researched more formally in a survey. While focus group results are very useful, researchers must avoid generalizing the reported feelings of the focus group participants to the whole market since the sample size is much too small and the sample is not drawn randomly.

Focus group research involves a gathering of six to ten people who spend a few hours with a skilled moderator to discuss a project, service, organization or other marketing entity. Because the members of the group are encouraged to talk freely and to one another, a focus group is likely to develop thoughts and ideas that simple questionnaires and personal one-on-one interviews could never do.

The moderator needs objectivity, subject matter and industry knowledge, and knowledge of group dynamics and consumer behavior; otherwise the results will be misleading. Other moderator qualities include: being non-biased, a quick learner, knowledgeable, but not all-knowing, an excellent memory, a good listener, a facilitator not a performer, flexible, a big picture thinker, a good writer. Other factors to consider when choosing a moderator are analytical skills and personality. The moderator's role involves evaluating relevance of comments, directing discussion toward issues not addressed, noting timing, encouraging group interaction, controlling disruptive participants, concentrating on verbal and non-verbal communications, and creating a supportive environment.

Moderating your own groups is possible. Advantages include your knowledge of the topic and lower cost. Disadvantages include: lack of objectivity, possible lack of moderator skill, and consumption of your time.

Focus group participants are normally paid a small sum for attending or can be offered an incentive such as a free meal at the Club. A letter of introduction and one of confirmation should be sent before the groups take place. The meeting should be held in pleasant surroundings and refreshments should be served to increase the informality.

Focus groups are built on a foundation of informality.

The following are some procedures that can be used:

- the moderator announces who he/she is, the topic of the discussion group, and explains why it is being taped
- participants introduce themselves and tell a little bit about themselves - everyone has a chance to talk (use first names and have place cards with names on them)
- use an interview guide - a logically sequenced list of topics or questions to be covered
- topics and questions should be ready so that the moderator can bring a group back to order, if necessary
- the moderator should always summarize and ask the group for confirmation of the summary before closing

There is always the chance that a focus group will contain problem participants. These people will generally sit to the immediate right or left of the moderator and could take on any of the following characteristics: talk too much and dom-inate the conversation, hesitate to talk, become the accepted expert of the group.

There are several tactics to overcome the troublesome participant:

- avoid eye contact with the talkative or dominant participant
- during the introduction, make it clear that you need to hear from everyone and in the interest of time, you may have to interrupt someone, but not to take it personally
- turn away from the dominant or expert participant - body language conveys a lot
- use the hesitator's first name and direct questions to them specifically to get to speak
- politely tell the dominant or expert that you've heard from them, and you'd like to explore what the other participants are thinking or feeling
- emphasize freedom to disagree and demonstrate respect for different opinions up front to deal with compliant participants

After each focus group session, the moderator must analyze the tapes. Every session is differ-ent, so each analysis will differ. You may want to write down the major topics or questions that you covered in the focus groups, and state how the participants talked about those points. You'll want to use actual quotations under each heading. You should always hold at least two focus groups per topic, and you'll find that groups will begin to reinforce each other as the number of groups increases. Analyzing the tapes and writing the final report are the last steps in the focus group process. Reports should be succinct and to the point, state the objectives, use direct quotes, and summarize with conclusions. Always be sure to state in the report that results can not be generalized to the entire population due to the small sample sizes incorpo-rated in the focus group process.

The following focus group guidelines should be adhered to at the installation level:

- respondents should be selected on as random a basis as possible from specified seg-ments of the installation population
- no MWR employees should be selected to participate
- potential respondents should be asked if they would like to take part in a group discus-sion about their leisure time activities, they should NOT be told they will be discussing

MWR activities, and it should be clear that participation is voluntary

- respondents should be offered an incentive such as a coupon for a free meal at the club to encourage participation
- participants should be prepared to spend up to 1 1/2 hours
- groups should be scheduled at least 2 hours apart
- a selection of beverages should be made available
- the room should contain a conference table that comfortably seats up to 12 people
- a monitor should be assigned to check in participants
- cardboard place cards should be prepared with the first names of respondents on them
- the discussion should be tape recorded
- participants should wait outside the discussion room until all have assembled (no late-comers should be admitted)

Focus groups give a general feel about a topic, but surveys need to be used to get more definitive information. If you are interested in obtaining more information on the research process, or about needs assessments, you may obtain a copy of the Marketing Research Training Brief and Manager's Guide to Marketing Research from Headquarters, U.S. Army Materiel Command, 5001 Eisenhower Avenue, ATTN: AMCPE-FM, Alexandria, VA 22333-0001, or phone (703) 274-5550 or DSN 284-5550.

Manager's Guide to Statements of Work

Would you like to expand Morale, Welfare, and Recreation (MWR) programming, but don't have the staff? Would you like to make a profit on programs, but don't have the guidance to develop a good statement of work (SOW)? Remember, a good SOW can improve MWR programming.

The answers to the above questions may be found in this Manager's Guide. Let's start with the concept. First, you should obtain program leader or instructor services with a contract rather than employing additional staff. Pay the contractor a flat fee for programming services, which can then be offset by revenue from participant fees. In some circumstances, such as individual golf lessons or low participation programs like specialized crafts, the SOW should address splitting fees between the contractor and the IMWRF.

A good SOW is the key to making successful contract programs happen. Please remember the contracting officer (KO), based on the specifications developed by the program manager, will determine contract type, format, provisions, clauses, terms, conditions and contract forms on which to write the appropriate language.

The KO is the only person who may issue solicitations. Never enter into a contract without a KO. Contractors involved in providing services, that by nature could result in potential physical harm to participants (i.e. scuba diving, repelling, skiing, rock climbing, etc.), usually need insurance. The KO is responsible for determining the requirement for liability insurance. Also, the KO will coordinate reviewing of the contract with the Staff Judge Advocate, as required.

The SOW may be written in several ways: on plain paper, as an attachment to a purchase request (DA form 4065) or on the purchase request, itself. Your KO is available to assist in the preparation of the SOW when the need becomes known.

SOWs can be developed for bowling or golf lesson services, tour leaders, crafts instructors, outdoor recreation leaders, etc. The program manager should determine a minimum and maximum number of participants each program requires in order to generate the desired profit. A break-even analysis should be included in your SOW. This will assist the KO in fully understanding the scope of the program. Most activities should be operated to generate a profit, however, based on local goals, some programs may only break-even.

Planning is critical for developing a SOW. The program manager should develop SOWs for activities 6 to 9 months prior to their starting dates.

For more information on SOWs, registration procedures, refunds, marketing, program planning or budgeting, contact the HQ, Army Materiel Command, Team MWR at DSN 284-5550.

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The following items should be considered for inclusion in a SOW:

1. Installation name
2. Name of program/activity
3. Minimum # of participants
4. Maximum # of participants
5. Goals/objectives of program
6. Supplies contractor or MWR provides
7. Qualifications required for program leader
8. Request resume for program leader
9. Program cancellation factors
10. Location/dates/times of program
11. MWR POC
12. Evaluation criteria
13. Who inspects and accepts the services
14. Plan of instruction
15. Duration of contract
16. Policy on make-up activities
17. Contractor responsibility for facilities, property, etc.
18. Age/skill requirements for participants
19. Patronage policy
20. Flat fee for services if applicable
21. Percentage split for contractor/IMWRF if applicable
22. Break-even analysis
23. Registration procedures
24. Description of activity
25. Contractor selection criteria
26. Risk management analysis, if relevant

Manager's Guide to Working with Sponsors

This Manager's Guide has been created in an effort to provide additional information on the commercial sponsorship process - specifically in the area of working with the sponsors themselves. The guide is easy to follow and provides basic information necessary for commercial sponsorship managers to build working relationships with sponsors at the installation level.

Commercial sponsorship is the act of providing assistance, funding, goods, or services to a Morale, Welfare, and Recreation (MWR) event by an individual, agency, company, corporation or other entity (sponsor) for a specified (limited) period of time in return for public recognition or advertising promotions.

The commercial sponsorship program is a **"win-win"** situation for everyone involved. Sponsors get higher name recognition and exposure of their products, while the Installation Morale, Welfare, and Recreation Fund (IMWRF) can offset expenses, increase revenues, and offer more events to their customers.

Overall sponsorship spending is increasing in the United States - $3.2 billion was spent on sponsorship in 1992, $3.7 billion in 1993, and an estimated $4.2 billion was spent in 1994. The $3.7 billion spent in 1993 was 38.5% of the total $9.6 billion spent worldwide. By segments, sports gets 66% of total sponsorship dollars, pop music gets 10%, festivals get 9%, cause marketing gets 8%, and the arts get 7%. (Source: PROMO Magazine, Feb 94).

Companies are starting to realize the value of sponsorship to their organizations more each year, as evidenced by their increased spending in this category. The following list depicts the top players in the sponsorship market in 1993:

Spending more than $110 million - Philip Morris
Spending $90-$95 million - Anheuser-Busch
Spending $70-$75 million - Coca-Cola
Spending $35-$40 million - Eastman Kodak, General Motors, IBM, RJR Nabisco
Spending $30-$35 million - PepsiCo
Spending $25-$30 million - AT&T, Chrysler, DuPont, McDonald's, Quaker Oats
Spending $20-$25 million - Proctor & Gamble, Sara Lee
Spending $15-$20 million - Bausch & Lomb, VISA USA
Spending $10-$15 million - American Airlines, Coors, Delta Airlines, Gillette, The Home Depot, MasterCard, NationsBank, Nestle USA, Time Warner, Xerox

Source: IEG Sponsorship Report, PROMO Magazine, Feb 94.
(NOTE: It is illegal to solicit alcohol or tobacco companies.)

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Through attending sponsor presentations at training sessions and conducting focus groups with sponsors, several concerns and suggestions regarding MWR practices in the solicitation of sponsorship and in the running of events, themselves, have come to light as those that need to be covered. Concerns expressed by sponsors about Army sponsorship practices, things that sponsors require throughout the sponsorship process, and suggestions for soliciting sponsors for local MWR events will follow.

Sponsors, in general, believe in the commercial sponsorship process; if they didn't, they wouldn't participate in it. Therefore, when soliciting sponsorship, we need to adopt the attitude that this is not a bother to them, but a benefit for them. Sponsors see major benefits in the opportunity for face-to-face sales, for relationship building with consumers (intimacy), for goodwill, for reaching their target markets, for exposure of their company name and products, for increasing brand awareness, for the ability to sample products, and for advertising and promotional avenues. Also, as part of the communication mix in terms of advertising, commercial sponsors believe that sponsorship can ultimately change the buying behavior of their target markets. Other generic benefits of sponsorship mentioned by sponsors include involvement with the installation, increases in product or service awareness, enhancement of product/brand/retailer image, impacting the local market (for national advertisers), exclusivity, mentions in event related publicity, and being recipients of after action reports.

There are also specific benefits tied to differing levels of sponsorship. These include having the company name or logo in public relations material sent to installation publications, local publications, military publications, and trade publications; and having the company name or logo on promotional items, advertising materials (ads/banners/signs/flyers), event programs, sports uniforms, and on event or permanent signage. Public announcements throughout the event, tickets to the event, VIP packages, exhibit space before and during the event, the right to conduct product sampling, the right to disseminate company-specific sales material, a weather contingency plan, receiving samples of public relations material, and receiving advertising and promotional materials (including photos) are all differentiating factors. The key is to be sure that there is a clear definition of benefits for each different level of sponsorship (of differing dollar values). The main sponsor needs to be distinguished from a contributing sponsor in order for them to see the benefit of their added investment.

Packaging of events and benefits varies for each installation or event. Flexibility is important, by listening to past and prospective sponsors' needs and suggestions, you can determine how to package several events and benefits according to different sponsorship levels. One of the things that sponsors don't see the Army doing very well and that could be used in the packaging of events and benefits, is the building of ancillary promotions around their events. Something running simultaneously in the Exchange or the Commissary that could extend the sponsors reach even further in conjunction with the event is what attracts a sponsor. We need to invest in additional advertising and promotion initially, so that the event is the crescendo of a complete advertising and communications chain that started well before the event itself did.

Some basic suggestions for soliciting sponsors include setting goals and objectives for your events through brainstorming; creating specific opportunity packages for your sponsors - whether that be levels of sponsorship or promotional levels (with prices and points of contact at the installation); and keeping an updated sponsorship contact list with the company name, a point of contact, phone numbers, fax numbers, and past event participation. Always remember to target your sponsors - not everyone on your contact list will be appropriate for each event. By pre-qualifying and being selective, you will forgo the possibility of over-soliciting your sponsors. Also, be sure to track your progress for every event including initial contact with sponsors, conversations or discussions, and the final date of the sponsor's decision to participate or not to participate. Keep a progress log for the entire event with tasks, deadlines, and responsible parties so that you can track your progress as you prepare for upcoming events.

Well before an event takes place (preferably one year out, but six months is acceptable), and hopefully within the potential sponsor's budgeting cycle, you will send out a sponsorship solicitation package to your potential sponsors (who have been pre-qualified to increase your return and to be sure you are not wasting money on sending packages to sponsors who do not fit with your event). When searching for those sponsors, look at post papers; civilian papers; and the following magazines: Army Times, Military Lifestyle, Family, Salute, PROMO, BrandWeek, AdWeek, and Advertising Age. When purusing these sources, look for companies that are already doing sponsorship, and especially those that are sponsoring events similar in nature to your own upcoming event. You can also visit the library and check the Million Dollar Directory, Standard & Poors Register, and Computer Listing-Moody's to look for articles on sponsorship. Other potential sources for sponsor leads are networking with your Chamber of Commerce, your MWR colleagues, and your chain of Command.

Once you've determined your list of potential sponsors, the following things need to be included in your solicitation package: a cover letter; post facts and figures (geographic location; primary mission; unique features; demographics segmented by age, income, sex, occupation, education, marital status, and rank/grade; and psychographics segmented by opinions, attitudes, beliefs, activities, and interests); training cycles; size of commissary (sales); size of exchange (sales); future plans; an event description; and sponsorship levels available. In the cover letter, include an introduction of yourself, the role of commercial sponsorship, a link between the sponsor and the event, a deadline for you to follow-up with the sponsor, a telephone/fax/mailing address to contact you, and a referral (if you have one). In event descriptions, include the event title, the dates, the location, your goals and objectives for the event, whether or not it is open to the public, a demographic profile of expected attendees, any other sponsors that are involved, past performance of this event (if you've done it before), any unique features of the event, your promotion plan, and the cost of sponsorship you are proposing. You also may want to ask sponsors to identify their competitors (so that you don't have competitors at the same event) and any companies they may like to try a tie-in with (so that you can pursue that option, if appropriate).

When evaluating sponsorship solicitation packages, sponsors don't necessarily make their decisions based on numbers - they look at the type of event it is, the objective of the event, where it is being held, and whether or not it fits with their own corporate objectives. Will the attendees be part of their target audience? Is there a retail extension? Is it a win-win situation? You need to give sponsors the who, what, why and where of the event, including crowd size, demographics, whether or not it is family-oriented, and a weather contingency plan - in short, a realistic look at the entire event. If there will be 5,000 people in attendance, say there will be 5,000 people - give good estimates and then talk about the merchandising you plan to do in conjunction or the communication mix you will use to promote the event, and ultimately, the sponsors, themselves before, during, and after the event.

Of great concern to most Army Materiel Command installations is the issue of sponsorship of smaller events. In actuality, sponsors are not averse to sponsoring the smaller events, provided they are getting exposure and the opportunity to work as a partner for the event. Especially in terms of products, one company representative stated that they prefer smaller events where they can send products, flyers, coupons, or things for a gift bag. The size of the event does not determine the success of the event. There is more flexibility for smaller events - promote that. If you can provide a unique event and a well-thought-out and comprehensive plan for promoting and conducting that event, sponsors will be interested. Obviously, if you have only a few hundred people in attendance, you're not going to get thousands of dollars in sponsorship; but if you can provide the sponsors with a clear and definite benefit of participating, they will be more likely to work with you.

When following up with your potential sponsors before the event, contact them by the deadline assigned in your solicitation package; offer them guaranteed media exposure and promotional extensions that carry sponsorship benefits beyond the event site; offer to conduct primary research at your event and share the results with them, if applicable; offer to help them quantify the return on their sponsorship investment in any way you can; LISTEN to their comments, concerns, and suggestions; be sure to respond positively to them even if they can't sponsor your event this time (they may still be future sponsors - don't burn any bridges); ask them to consider other events you may have coming up; and ask them for referrals so that you can increase your potential sponsor list. When speaking with a potential sponsor don't ever say, "“If you don't do it, your competitor will,"” this is not only rude, but will probably prevent that prospect from ever working with you again. Above all, be honest with your sponsors, call them often to keep in touch, ask them for suggestions, and share any information with them that they may find useful.

Just before the event, stay in close touch with your sponsors, be sure to confirm the date of the event with the sponsor and whether or not the sponsor will attend, arrange for a sponsor exhibit (if applicable), share samples of pre-event promotion with the sponsor, and swap emergency phone numbers (this may include your home number).

During the event, be sure that you are available to assist the sponsor with any needs he or she may have. If you can't be available, appoint someone in your absence. There is a necessity to train installation personnel for event execution. Sponsors need to be convinced of a buy-in from installation personnel and a guarantee of local level MWR support. Be sure to verify on-site publicity at the start of the event (and make adjustments if the sponsor is not satisfied), introduce the sponsor to base personnel/VIPs, make the sponsor feel welcome, ensure the sponsor is meeting their objectives and do anything that you can to change it if they are not, and conduct research during the event that will be useful to the sponsor (if agreed upon beforehand).

After the event, follow-up with the sponsor is needed - this usually comes in the form of an after action report which should include all or most of the following: a thank you note, a request for an honest appraisal of the event by the sponsor, a written report, photos/videotapes of the event, any advertisements or promotional venues used, an attendance count, the amount of product moved (if applicable), and any research results from the event. Sponsors measure the success of an event through reach to the audience (sales), demographics of attendees, uniqueness, tie-in with product/service, whether or not it was a first rate event, exclusivity of their sponsorship, the level of MWR support they received, the location of the event, the location of the sponsor exhibit during the event, publicity before and during the event, contacts made within the military, and the value received for their marketing and sponsorship dollars spent. Also, be sure to keep in touch with your sponsors after events and throughout the year and nurture the relationship you have formed.

Commercial sponsorship isn't just recruiting sponsors and then hanging banners at events, it is tie-in promotions with other facilities, coordinating with public affairs and ensuring the most exposure possible for your sponsors, and in general, being not only a master of the day (the event), but being a master of the entire package you have created - including building relationships with and between companies off base as well as with and between facilities on base, looking for promotional opportunities, looking at the local community, and putting it all together to form a successful event complete with a comprehensive communication mix.

In closing, if you remember only one thing after you read this, let it be that you should under promise and over deliver!!!

Further information can be gained by reading the commercial sponsorship training brief (#16) and the manager's guide on commercial sponsorship (#1) provided by Headquarters, U.S. Army Materiel Command. The training brief is available on the system for download under f:\share\trgbrief (along with the other 18 training briefs) and the manager's guide is under f:\share\mgrguide (along with the other 6 manager's guides), or you can call DSN 667-7428 to obtain copies.

Manager's Guide to Management and Technical Assistance for MWR Programs and Activities

This Manager's Guide provides a brief overview of how, through a concerted and focused effort, the Major Command (MACOM) and the installation Morale, Welfare and Recreation (MWR) Staff, working together, can fix problems in revenue and non-revenue generating MWR programs and/or activities.

We have all heard the saying, "You can't see the forest for the trees," and we all know it means nothing more than you may not always see what's right in front of you. Management assistance provided by an outside source is the best way to look through the trees to see the forest. Using a new set of eyes to look at MWR programs and/or activities is a golden opportunity to improve or "fix" operating problems. Operating problems may be responsible for both customer complaints and negative financial results.

Ignoring problems will not make them go away. The best way to eliminate problems is to put egos aside and take the initiative to ask for the "free" help available from the MACOM. MACOM management and technical assistance costs an installation nothing except time and cooperation.

Is it easy to fix operating problems? Sometimes, but you must commit to operating your MWR operation as a business with **customer satisfaction** as the primary goal. A satisfied or dissatisfied customer is produced by "how" we do business and knowing "why" we are in business. Without using sound business practices and maintaining satisfied customers, we lose the opportunity to stay in business.

Organizations such as the Inspector General (IG), the Army Auditing Agency (AAA), the Installation Internal Review Staff (IR), and Preventive Medicine Personnel usually conduct inspections. These inspections are usually requested, or initiated based on a complaint and/or a perception of wrong doing, or performed as a recurring periodic inspection mandated by regulation. The inspectors review current operating methods and procedures based on regulations and/or policy. Unfortunately, these inspections may sometimes create a defensive or uncomfortable work environment. The inspection findings usually require a formal written response with a suspense date for correcting deficiencies.

In the not so distant past, you received on-site management and technical assistance visits for clubs scheduled at the DA or MACOM Headquarters level whether you wanted them or not. The visit was conducted by teams with as many as four members. This approach to assistance required an installation response similar to inspection findings by the AAA, IR, or IG.

The current MACOM standard for management and technical assistance is not the hammer approach. In fact, in many cases, implementing recommendations from a MACOM management and technical assistance visit may eliminate potential problems which could require an IG, AAA, or IR inspection. Think of the MACOM staff the way private enterprise would, as a "consulting agency."

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The current MACOM approach to management and technical assistance for MWR programs/ activities is the use of subject matter experts (SMEs). Although SMEs are skilled in specific areas of expertise, most are familiar with the operation of many MWR programs/activities.

The intent of an on-site management and technical assistance visit is to:

- Review specific programs and/or activities
- Isolate operating problems
- Provide defined solutions

Generally, operating problems may include, but are not limited to:

- Weaknesses in program planning and/or plan execution
- Not being responsive to changes in the demographic/customer market base
- Lack of marketing strategies to include customer focus groups, patron surveys, advertising and promotion
- Poor financial operating performance related to cost of goods sold (COGS), labor schedules, receipt, storage and issue of merchandise, administrative processes, less than acceptable pricing strategies for fees and charges

MACOM MWR SMEs are usually individuals that have obtained a great deal of and a variety of skills as program and/or activity managers at the installation level. In addition to installation experience, they may possess advanced training obtained through the Community and Family Support Training Center, civilian education and private sector experience. Combining varied experience with education gives the MACOM MWR SMEs the ability to help many MWR managers with their programs and activities.

Historically, problems affecting the performance and financial success of MWR programs can be attributed to, but are not limited to:

- Unwillingness to change (paradigms)
- Programming that does not meet market demands
- Weak or nonexistent customer service standards
- Weak or nonexistent quality product standards
- Inexperienced management
- Inadequate management and skill level training
- Complacent, apathetic, and unmotivated management and staff
- Inadequate performance standards for all MWR management and operating staff
- Poor communication between management and staff
- Weak internal controls
- Poor labor scheduling
- Inadequate or nonexistent marketing strategies to include not conducting consistent customer surveys, focus groups, or other research

Management and technical assistance visits are initiated by a written request from an installation MWR Director or Assistant Director for Community and Family Activities through their Major Subordinate Command (MSC) to the MACOM. Generally, an on-site assistance request is prompted by the financial condition or performance of an MWR operation. Assistance is available to all MWR programs and activities including food and beverage, bowling, golf, marketing, recreation and leisure, financial management, Post Restaurants and computer automation. The request should indicate the activity/program needing the assistance and contain all information related to the problem, i.e., COGS, high labor, net income before and after depreciation, customer service, low patronage, marketing, training, etc.

Upon receipt of the request, a MACOM representative will coordinate with the requesting installation point of contact (POC). The coordination will determine:

- ♦ The date of the visit
- ♦ Dates and times for the in-brief and out-brief
- ♦ The MACOM MWR SME providing the assistance
- ♦ The Temporary Duty (TDY) accommodations on the installation or in the surrounding area for the MACOM staff member(s)
- ♦ Notification procedures for the installation security office

When coordination is complete, a memorandum is usually prepared by the MACOM to the installation through the MSC acknowledging the visit, outlining related issues and identifying the MACOM representative(s) assigned to the assistance visit.

Prior to the scheduled on-site assistance visit, the financial statement of the subject MWR business program/activity is reviewed by the SME. The financial review provides a comparison of key MWR business performance indicators to generally accepted industry standards.

Other documents and information should also be gathered prior to the visit to include patronage data, demographics, membership information (if applicable), samples of marketing efforts (flyers, newsletters, etc.), and samples of commercial sponsorship solicitation materials.

Upon arrival, the MACOM representative(s) will coordinate with the installation security office (if required) and register for a visitor's badge and car decal. Upon completion of the security requirements, the installation POC may be called to act as an escort for the MACOM representative(s) or the representative(s) may be directed to the appropriate location.

After proceeding to the designated location, a prearranged in-brief is conducted with the MACOM Representative and should include:

- ♦ The Installation Commander
- ♦ Key installation MWR representatives
- ♦ Other participants deemed necessary for attendance

The in-brief should last no longer than 30 minutes and should be focused on the program/activity areas that will be reviewed. At the conclusion of the in-brief, and depending on the time, the MACOM representative(s) may proceed to the MWR facility to begin the assistance visit. The facility manager must be informed in advance of the assistance visit to eliminate conflicting schedules and unexpected surprises. Remember, this is not an inspection; the SME will assume management is expecting help!

To establish and maintain a favorable and cooperative working environment during and after the assistance visit, the MACOM representative(s) should be escorted to the target facility by the Division and/or Branch Chief and be introduced to the facility manager. In addition, the facility manager should schedule and conduct an employee staff meeting within the first two days of the visit to introduce the MACOM representative(s) to the operating staff members. The employee staff meeting is the primary vehicle to establish a rapport between the MACOM representative(s), the manager, and the operating staff.

The approach to identifying operating problems is a mission of fact finding/information gathering. The Management and Technical Assistance Checklist starts the information gathering process. The direction to identifying operating problems and providing solutions is determined, but not limited to the correlation and review of the following:

- The completed Management and Technical Assistance Checklist
- The monthly financial statement
- On-site observations of the operating activity
- Discussions with the operating management and staff
- Operating standards for product quality and customer service
- Standard operating procedures (SOPs) for internal controls
- Marketing strategies and processes
- Results of customer surveys and focus groups
- Employee training programs
- Program planning

At the conclusion of the review and assistance of the target operation, an Action Plan is prepared to address the problems identified during the visit. The Plan indicates the problem, action to be taken, milestones, and the outcome if the corrective action is taken.

Prior to the scheduled out-brief, a pre-exit brief can be conducted by the MACOM SME with the subject activity manager and the Branch or Division Chief having oversight of the activity and/or program. All the elements of the Action Plan are thoroughly reviewed and discussed to assure that the Plan requirements are achievable and the milestones can be met. The Action Plan is designed to be a road map to success and a document that can be shared with operating staff members as a training tool.

The Action Plan is the primary document used to conduct the out-brief. Each attendee should receive a copy of the plan. The briefing should be limited to one hour or less and focus on the highlights of the Plan (not briefed word for word). The emphasis during the briefing should be directed to the team approach for implementing the plan.

At the conclusion of the brief, an Assistance Summary will be prepared by the MACOM representative(s) and will be sent to the Installation Commander through the MSC within two weeks. The Summary provides a detailed view of the Action Plan and the assistance visit.

A follow-up visit can be provided as a review to the initial visit; however, at least 80-90 percent of the original Action Plan elements must be implemented before a follow-up visit will be scheduled. Exceptions to this requirement may be made on a case by case basis if extenuating circumstances are evident for failure to implement the Action Plan.

On-site MACOM management and technical assistance with operating management and staff involvement is a practical approach to solving operating problems. The MWR Staff at Headquarters, U.S. Army Materiel Command is a source for that assistance and guidance, use us.

MANAGEMENT/TECHNICAL ASSISTANCE CHECKLIST

Check each box that applies to the topic or fill-in appropriate answers where asked.

1. Type of facility/activity
   - ☐ Arts and Crafts
   - ☐ Bowling Center
   - ☐ Centralized Catering
   - ☐ Officers' Club
   - ☐ NCO Club
   - ☐ Community Club
   - ☐ Financial Management
   - ☐ Fitness Center
   - ☐ Food, Beverage and Entertainment
   - ☐ 9 Hole Golf Course
   - ☐ 18 Hole Golf Course
   - ☐ Pro Shop
   - ☐ Marketing
   - ☐ Outdoor Recreation - Boat Docks
   - ☐ Outdoor Recreation - Equip Rental
   - ☐ Post Restaurant
   - ☐ Recreation Center
   - ☐ Services
   - ☐ Other (specify) ____________________

   ____

2. Program
   - ☐ Traditional Club
   - ☐ Branded Concept
   - ☐ Food, Beverage and Entertainment
   - ☐ Better Opportunities for Single Soldiers
   - ☐ Other (specify) ____________________

   ____

3. Type of food/beverage service provided
   - ☐ Breakfast table service
   - ☐ Lunch table service
   - ☐ Dinner table service
   - ☐ Catering
   - ☐ Cafeteria
   - ☐ Snack bar
   - ☐ Vending
   - ☐ Bar/lounge
   - ☐ DJ entertainment
   - ☐ Live entertainment
   - ☐ Bingo entertainment
   - ☐ Other (specify) ____________________

   ____

4. Hours of operation (state hours and days)

   Breakfast ____________________________

   Lunch ______________________________

   Dinner ______________________________

   Brunch ______________________________

   Bar/lounge ___________________________

   Other (specify) ______________________

   ____

5. Marketing
   - ☐ Marketing support
   - ☐ Marketing plan
   - ☐ Customer comment card program implemented
   - ☐ Customer compliment/complaint hotline implemented
   - ☐ Newsletter
   - ☐ Commercial Sponsorship program
   - ☐ Marketing Research
   - ☐ Focus Groups
   - ☐ Surveys
   - ☐ Electronic sign board
   - ☐ Flyers
   - ☐ Calendars
   - ☐ Other (specify) ____________________

   ____

6. Facility manager qualifications
   - ☐ CFSC training
   - ☐ Formal food/beverage training
   - ☐ Civilian sector experience
   - ☐ Related experience in similar MWR activity
   - ☐ Customer service training

7. Employee schedules
   - ☐ Posted
   - ☐ Revised bi-weekly
   - ☐ Revised as needed to meet business demands
   - ☐ Reconciled with time cards for payroll

8. Employee/staff meetings

   Frequency ________________________

9. Structured and managed employee training
Frequency ______________________________
- [ ] Videos used
- [ ] On the job training
- [ ] Customer service training provided
- [ ] Training briefs available and used

10. Employee recognition/award program
- [ ] Employee of the week, month, etc.
- [ ] Certificate given
- [ ] Plaque given
- [ ] Employee photo and name posted

11. Employee empowerment
What decisions can employees make?
____
____
____
____
____
____
____

12. Standard recipe cards
- [ ] Prepared for all current menu items and specials
- [ ] Costed accurately
- [ ] Cost and selling prices reviewed and revised within the last 3 months
- [ ] Readily available to cook/kitchen staff
- [ ] Used daily for food preparation

13. Food production worksheets
- [ ] Used for food prepared in batches
- [ ] Reviewed to adjust preparation amounts to meet needs and reduce waste and spoilage

14. Wast and spoilage
- [ ] Monitored and documented daily
- [ ] Factored into cost and selling prices

15. Receipt, storage, and issue of food and beverage inventory
- [ ] SOP developed and implemented
- [ ] Specific individual delegated control/ responsibility
- [ ] Storage areas secured at all times
- [ ] Merchandise received and/or issued is documented
- [ ] Foodtrak used

16. Business plan
- [ ] Developed
- [ ] Progress monitored

17. Managment Information System (MIS)
- [ ] Implemented
- [ ] Automated

18. Standard Management Information Reports for Finance (SMIRF)
- [ ] Used by manager

19. Automation information
Hardware type ____________________________
____
Software used ____________________________
____
Management tools _________________________
____
____
Life cyle plan ___________________________
____
____
- [ ] DOIM involvement

20. Other items not included in checklist:
____
____
____
____

Manager's Guide to Centralized Catering and What You Need To Do To Make It Happen!

Relinquishing total control of a catering program and still being held responsible for the outcome of an event is probably a little unsettling to say the least. Could this be the perception of many club managers? Club managers and managers of other Morale, Welfare, and Recreation (MWR) activities providing catering activities/programs have always been in total control of their catering operation and centralization was never a consideration or an issue.

Why should managers change the way their catering business is currently conducted? It worked in the past, it's working now, it's not broke, so why fix it?

To protest this impending change and in some cases that which has actually taken place, club/food and beverage managers on every Army installation should band together with spatulas, knives, forks, and flaming candles raised high in protest. All catering menus and brochures (if you have them) should be piled high and burned in effigy. Loud chanting of "Oh no, I won't let go" (of my catering program) might be a nice touch.

WOW! You can almost hear and visualize this tremendous rally of grumbling and excited managers of clubs, food, beverage, and entertainment centers, bowling centers, golf courses, recreation centers, and community activity centers protesting.

This preface to the following information is to get your attention, produce a little humor and initiate a focus on the subject at hand, Centralized Catering. This training brief provides a suggested plan to follow for establishing a centralized catering office. All independent ideas to make the transition quick and painless are encouraged.

Centralized Catering may not work for every installation. That decision should be made at the Director or Assistant Director, Community and Family Activities level. However, an issue that needs to be noted is that the consolidation and enhancement of installation catering functions are encouraged in the Army Strategic Action Plan. If we look at the possibilities of improving customer service, increasing revenues, and reducing expenses, centralized catering may not be as bad as one might think.

Key ingredients needed to implement a centralized catering office are attitude, acceptance, and focus. A positive attitude, along with accepting change, and focusing on the benefits of change should provide the enthusiasm to make it happen.

Warning! Do not confuse this guide with implementing an MWR catering program. MWR catering programs should currently be operating on all army installations. This guide is for consolidating the administrative functions of many individual and separate catering offices located in MWR activities into one centralized catering office.

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Why Centralize Catering? Why not? One centralized, organized, and professionally operated catering office should vastly improve customer service, increase revenue, and reduce expenses. Centralized catering reduces the staff and expenses associated with catering administration conducted in many locations instead of one central location. Be advised, the actual catered event/function will still be conducted in many different locations, managers of these various locations will still be involved in catered events. Centralized catering can provide:

- defined and flexible hours of operation
- a staff consistently available to meet with customers
- a staff to market catering services to all authorized customers/organizations

Remember, change is always constant. Changing from the old way catering programs and/or activities are operated or administered to a new way requires clear-cut communication, coordination and team effort. Everyone involved should know why it must be changed, how it will be changed, who will do it, the obstacles to be encountered and the benefits of the change. Eliminating confusion and resistance to change requires a simple plan. The plan should be simple to explain and understand and acceptable to everyone.

To do it right:

- someone must be in charge
- someone must be responsible
- there must be a plan with a start date and a completion date
- there must be a follow-up or monitoring process after implementation
- there must be a willingness to change parts of the plan that don't work

Proper planning requires the individual in charge to be familiar with food and beverage operations which should include experience with catering, and also a general knowledge of command and protocol-sponsored functions.

The initial step in any plan is determining where we are and where we want to be. The plan will require gathering information to make informed decisions. The following information is needed to develop, initiate, and implement a centralized catering plan:

- a place (physical plant) to administer central catering functions
- communication equipment, i.e., telephones, faxes, beepers
- a list of current MWR catering management and support staff
- all catering/party brochures and menus currently in use
- a video tape showing the inside and outside of each facility
- square footage of each room to be used for catered events, include meeting rooms
- automation capabilities currently available and used for catering
- lists of bakers, florists, linen services, entertainers
- inventory of equipment and supplies that can be used for catering, such as:
    - tables and chairs
    - chaffing dishes
    - china, glassware, silverware, salt and pepper shakers, etc.
    - stanchions, ropes, carpet runners
    - flower/foliage trellis
    - podiums and audio/visual equipment
    - portable dance floor(s)

- table linens, skirting, etc.

Depending on the volume of catering business, a catering office may require one or more of the following staff members:

catering sales manager
catering sales specialist
clerk typist
setup/custodial staff members

What Should be Done to Support Implementation?

Create excitement by promoting and advertising in advance, i.e., new catering sales and service coming soon.

Pick the most convenient/customer friendly location for the new catering office and assure proper decor/ambiance.

Pick a distinct appearance for the catering office staff, custodial/setup staff, i.e., jackets with emblem.

Develop job descriptions for catering manager and staff to include performance standards.

Select,hire,and train catering sales manager/specialist and supporting office staff.

Determine office equipment and supply requirements.

Develop a distinct signature and user friendly catering brochure containing information related to authorized users, procedures for booking/reserving dates for events/functions, customer contracting requirements to include deposits, contract signatures, guest guarantees, etc.

Establish standard operating procedures for centralized catering operations.

Develop a controllable catering function/special event contract.

Use an automated system for scheduling functions, i.e., CaterMate.

Develop a manual or automated planigram/seating charts/floor plans for all facilities that will be used for catered functions.

Develop and implement a system for an audit trail from initial contract preparation, accepting deposits and providing receipt vouchers, through contract execution, payment for charges for goods and services, deposit of payment, and document submission to the central accounting office (CAO).

Advertise and promote the office location to include building number, a landmark reference, telephone numbers, regular office hours, and other hours available by special arrangements.

Advertise consistently to all potential customers.

Conduct new office/program information open house for a minimum of one week. Provide:

- Door prizes/giveaways - tie-in with commercial sponsorship.
- Refreshments such as cheese and crackers, fruit, punch, cookies, etc.
- Invitations to the Installation Commander, Command Sargents commander's secretary, Company Commanders and their First Sargents, installation organization directors, office chiefs, protocol staff, wives club officers and committee members, key members of valid and authorized Private Organizations, and MWR activity managers that will be involved with providing catered events.

This open house must be perceived by all in attendance that the central catering office is a 100 percent new and professional operation.

NOW WHAT? Coordinate, coordinate, and then coordinate. Who needs to coordinate? Everyone currently and potentially involved with catering. If providing catered events in clubs, other food and beverage activities, at golf courses, recreation centers, bowling centers, child care centers, or to support a ground breaking ceremony, coordination is necessary between the staff of the central catering office, activity/program managers, and the customer. There must be coordination to make whatever it is happen right.

Is there still doubt whether centralized catering will work or how it will come together without chaos? What else can we do? The answer is still coordinate.

Before a centralized catering office is open for business, managers of all activities planning to provide catering services must coordinate and communicate with the catering office staff and be involved with the way the central catering office will work. It is essential for the activity/program managers to meet with the catering office staff members and become allies, and partners. The prime concern for both the operating managers and the centralized catering staff is the customer is that number one. Turf wars cannot exist.

How Do the Activity Managers and the Catering Office Staff start Off on the Right the Foot? Do lunch! The person in charge and responsible for putting it all together should use brainstorming sessions (on a full stomach) to gain concept acceptance, reduce hostilities, and solve potential problems,and provide the opportunity for everyone to discuss the centralized catering plan, and evaluate the procedures that will be used for implementation.

The interaction that should occur between the catering office staff, the facility manager, and the customer can be discussed in detail at brainstorming sessions. These discussions should address issues that include but are not limited to meetings between the customers, the catering office staff, and the facility manager; the processing of; and the issue of coordinating catering contracts, coordinating changes to contracts.

How Can Communication Gaps be Avoided? One of the simple solutions to avoiding communication gaps during the planning process, the implementation, and day to day catering operations is to establish a weekly meeting between the catering office staff, the facility manager and their key staff members.

Remember, any gap in communication between the catering office staff, the activity/program managers, and the customer, will usually adversely impact the customer.

How Often Should Meetings Between the Catering Office Staff and Facility Staff be conducted? For the purpose of coordinating functions/events that are scheduled, a meeting should be held weekly. Meetings between customers, the catering office staff, and the facility manager should occur as often as necessary from the time the function is booked through the execution of the event.

The following staff members should attend and participate in weekly meetings:

- catering sales manager
- catering sales specialist

- setup/custodial staff member
- facility manager
- chef
- lead/head waitress

What Should Be Addressed at the Meetings?

Topics addressed at the meetings should include, but not be limited to:
- contract signed by all parties
- number of guests tentatively expected
- special conditions or problems that can be expected
- menu problems
- type of service, i.e., buffet, sit down, etc.
- staffing problems
- supply problems, i.e., linen delivery
- copy of contract for all
- anything that is important to anyone

When all is said and done, the previous and subsequent information is nothing more than a general guide or outline for establishing a centralized catering office. Generally, a central catering office should be:
- conveniently located
- tastefully decorated
- operated with written standard operating procedures developed for a centralized catering office
- operated with customer satisfaction and operating profit as the primary concern
- equipped with state of the art office equipment and supplies, i.e., computer hardware and catering specific software, catering brochures, display albums and videos, seating charts, priced menus, vendor lists, prenumbered contracts, etc.
- staffed with happy, enthusiastic, and properly trained and attired personnel
- operated with both dedicated operating hours and flexibility to meet customer needs
- aggressively and consistently marketed

Implementing an installation centralized catering office can demonstrate the positive results that can occur by accepting change through focused leadership, clear-cut communication, consistent coordination, and team effort. These positive results will be demonstrated by improved customer service and satisfaction, reduced expenses, and improved profitability. For more information contact the Headquarters Army Materiel Business Consultant, Food and Beverage, DSN 284-3798.